

# AGENDA

## Resources Overview and Scrutiny Panel

Thursday, 04 April 2013 AT 10:00  
In the Flensburg Room, Civic Centre, Carlisle, CA3 8QG

**\*\*Briefing meeting for Members will be at 9.15 am in the  
Flensburg Room\*\***

### Apologies for Absence

To receive apologies for absence and notification of substitutions.

### Declarations of Interest

Members are invited to declare any disclosable pecuniary interests, other registrable interests and any interests, relating to any item on the agenda at this stage.

### Public and Press

To agree that the items of business within Part A of the agenda should be dealt with in public and that the items of business within Part B of the agenda should be dealt with in private.

### Minutes of Previous Meetings

5 - 16

To approve the minutes of the meetings held on 4 December 2012  
and 3 January 2013

[Copy Minute in Minute Book Volume 39(5)] and to note the minutes of the meeting held on 21 February 2013 and the Special meeting on 5 March 2013. (Copy Minutes herewith)

## **PART A**

### **To be considered when the Public and Press are present**

#### **A.1 CALL-IN OF DECISIONS**

To consider any matter which has been the subject of call-in.

#### **A.2(a) OVERVIEW REPORT AND WORK PROGRAMME 17 - 32**

To consider a report providing an overview of matters related to the work of the Resources Overview and Scrutiny Panel, together with the latest version of the Work Programme and details of the Key Decisions items relevant to this Panel as set out in the Notice of Executive Key Decisions.  
(Copy Report OS.08/13 herewith)

#### **A.2(b) SAVING PAPER TASK GROUP - UPDATE REPORT FULL 33 - 42**

(Finance, Governance and Resources)  
To consider an update on the paperless meeting pilot and the implementation of the recommendations.  
(Copy Report OS.09/13 herewith)

#### **A.3 TRANSFORMATION BOARD 43 - 48**

(Finance, Governance and Resources)  
The Deputy Chief Executive to submit a monitoring report on the activities of the Transformation Board.  
(Copy Report SD.04/13 herewith)





**Minutes of Previous Meetings**  
**RESOURCES OVERVIEW AND SCRUTINY PANEL**

**THURSDAY 21 FEBRUARY 2013 AT 10.10AM**

**PRESENT:** Councillor Watson (Chairman) Councillors Betton, Bowditch, Bowman S, Craig, Forrester, Mrs Parsons (until 11.30am) and Whalen.

**ALSO PRESENT** Professor Councillor Hendry – Leader of the Council

**OFFICERS** Town Clerk and Chief Executive  
Director of Resources  
Policy and Performance Officer (MD and GO)  
Organisational Development Manager  
Scrutiny Officer

**ROSP.10/13 APOLOGIES FOR ABSENCE**

An apology for absence was submitted on behalf of Councillor Dr Tickner – Finance, Governance and Resources Portfolio Holder.

**ROSP.11/13 DECLARATIONS OF INTEREST**

There were no declarations of interest submitted.

**ROSP.12/13 CALL-IN OF DECISIONS**

There were no items which had been the subject of call-in.

**ROSP.13/13 OVERVIEW REPORT AND WORK PROGRAMME**

The Scrutiny Officer presented report OS.05/13 which provided an overview of matters that related to the work of the Resources Overview and Scrutiny Panel's work.

The Scrutiny Officer reported:

- The Notice of Key Executive Decisions had been published on 8 February 2013 and the following issues fell within the remit of the Panel:

KD.037/12 - Carlisle Plan would be considered at this meeting of Resources Overview and Scrutiny Panel.

KD.044/12 – Asset Review Disposal Programme Land at Morton had been considered by the Executive at their meeting on 11 February 2013. An update on the whole review was due to be considered by the Panel at their meeting on 4 April 2013.

- There were no references from the Executive.
- The Scrutiny Officer provided an update on the Saving Paper Task Group and the MyCMIS Pilot. Councillor Craig had led the Task Group and updated the Panel on how

he had found the pilot. He informed the Panel that a report would be submitted following a full evaluation of the pilot.

The Panel hoped that the pilot would be successful and more facilities could be utilised, such as the smartboards, as a result. The Town Clerk and Chief Executive added that the new way of producing reports would push officers to consider the format and content of their reports to ensure they are presented in a format suitable for Members.

- All Scrutiny Members had been asked if there were any particular issues they wished to see discussed in the Scrutiny Annual report. A draft of the report would be submitted to the Panel's final meeting of the civic year on Thursday 4 April 2013.
- As requested by the Panel, a special meeting of the Resources Overview and Scrutiny Panel had been arranged to take place on 5 March 2013 at 2.00pm to consider the Carlisle Leisure Limited contract. All Members of the Community Overview and Scrutiny Panel had been invited to attend. It was agreed that the Town Clerk and Chief Executive would attend the Members briefing session before the special meeting.

RESOLVED – 1) That the Overview Report incorporating the Work Programme and Key Decision items relevant to this Panel OS.05/13 be noted.

2) That Key Decision item:

KD.044/12 – Asset Review Disposal Programme Land at Morton had been considered by the Executive at their meeting on 11 February 2013. An update on the whole review was due to be considered by the Panel at their meeting on 4 April 2013.

## **ROSP.14/13      SICKNESS ABSENCE 2012/13**

The Town Clerk and Chief Executive presented report CE.03/13 which provided an update about the City Council's sickness absence on 2012/13 with end of year predictions.

The Town Clerk and Chief Executive reported that the 11.1 days lost per full time equivalent employee (FTE) to sickness absence in 2011/12 had been the highest experienced by the Authority in 5 years. Carlisle had been the worst performing District Council in the North West according to data released by North West Employers. As a consequence, a Lean System Review of sickness absence had been initiated and managers had been provided further help to reverse the trend.

The Town Clerk and Chief Executive highlighted the appendices to the report and explained that they showed that the City Council was on course to experience a 10% reduction in sickness absence levels in 2012/13 compared to 2011/12. He added that the end of year sickness absence report due to the Panel in June would provide a full breakdown of the reasons for absence and a summary of the improvements that had been made following the Lean System review.

In considering the report Members raised the following comments and questions:

- The information provided reported that sickness levels were reducing but there had been an increase in long term sickness.

The Town Clerk and Chief Executive clarified that the actual working days lost due to sickness absence was lower; however, there had been an increase in long term absence in some departments. He informed the Panel that when an absence became long term ie more than 28 days, he would meet with the line manager to ensure that the member of staff was receiving the correct support. He stated that the short term absences were decreasing within the authority but this meant that the long term absence increased as a proportion.

- How did officers prepare the sickness forecast?

The Town Clerk and Chief Executive explained that officers mapped the current sickness profile against the previous year's profile and used that to establish a forecast for the next year.

- Why had the Council not conducted 100% of Return to Work Interviews?

The Director of Resources responded that there were three reasons for not having 100% of the interviews conducted. There would be a delay in the system, some cases of sickness absence were at the start of maternity leave so interviews could not be carried out until after the member of staff returned from maternity leave and very occasionally the interviews were not carried out.

- Carlisle had been the worst performing District Council in the North West in 2011/12, had this changed?

The Policy and Performance Officer (GO) informed the Panel that the data would not be available until the end of the financial year.

- How was the City Council addressing the poor performance?

The Town Clerk and Chief Executive responded that the Council was proactively addressing the situation through a number of procedures including Return to Work interviews and health and wellbeing initiatives. The next update to the Panel could include comparison information if required.

- What had been the impact of including the temporary staff in the sickness absence figures?

The Policy and Performance Officer (GO) reported that there had been minimal impact to the sickness absence figures.

- The Panel asked for the figures for industrial injuries to be included in future reports.
- Members raised their concerns regarding the high percentage figure for long term absence within the Resources Directorate.

The Director of Resources explained that in 2012 there had been an unusually high increase in muscular skeletal absences and the Directorate had had four members of staff absent for nearly the whole year. Two members of staff had returned but the figures would not improve until the end of 2013/14. The Town Clerk and Chief Executive had worked closely with managers to ensure that the Council provided the appropriate support. He added that the short term sickness absence had reduced in the Resources Directorate in

line with the other Directorates. Following questions the Director of Resources reported that the four members of staff worked in different sections and none of their absences were work related. He explained that the Safety, Health and Environmental Manager conducted workplace assessments for the staff on their return to work.

The Town Clerk and Chief Executive suggested that the Safety, Health and Environmental Manager submit a report to a future meeting of the Panel detailing the work undertaken regarding work related absences.

RESOLVED – 1) That the Sickness Absence 2012/13 update be welcomed;

2) That future reports to the Panel include figures for industrial injuries;

3) That the Safety, Health and Environmental Manager submit a report to a future meeting of the Panel detailing the work undertaken regarding work related absences.

### **ROSP.15/13      DRAFT CARLISLE PLAN 2013/16**

The Leader submitted report PC.03/13 presenting the draft Carlisle Plan 2013 – 2016. He informed Members that the Plan replaced the previous Corporate Plan 2010 - 2013 and formed part of the Council's Policy Framework.

The Plan set out the Council's vision for Carlisle and the six priorities for action over the medium term (2013 - 2016), with the text under each priority providing the background and further detail on how the priority would be achieved.

The draft Action Plan for delivering the priorities was set out at Appendix 2, including medium term actions aimed to be delivered over the life of the Plan and actions to be delivered within the financial year. That aligned the Plan with the budget year. Future actions which developed could fit into the budget planning process.

The Executive had on 11 February 2013 (EX.10/13) considered the report and decided:

“That the Executive:

1. Had considered the presentation and content of the draft Carlisle Plan with a view to seeking continuous improvement in the way the Council delivered services to its local communities.
2. Referred the draft Carlisle Plan to the Overview and Scrutiny Panels for consultation.
3. Referred the Action Plan to partners, including community and voluntary groups for consultation.”

In considering the Plan Members raised the following comments and questions:

- A Member felt that the Plan concentrated on the City Centre and not the whole of Carlisle.



The Leader agreed that in some ways this was correct, he felt that a healthy active City Centre would benefit the whole of Carlisle and would stimulate the economy for the whole of Cumbria.

- The previous Plans had addressed youth provision within the City but it was not included in the new Plan. Members asked for reassurance that youth provision would still be a priority for the Council.
- A previous priority had been Health and Wellbeing and it was no longer included in the priorities, Members asked that this be included.

The Leader responded that youth provision and rural issues were both very important and overlapped. The Executive had looked thoroughly at both issues and made sure that they were reflected within each priority and action in the Plan. He added that health had also been integrated into each one of the priorities and each Directorate because of its importance.

- The Panel supported the development of the M6 corridor and asked for more detail on the aspirations.

The Leader explained that the idea for a proposal had been instigated by the Government's suggestion for large infrastructure projects. The City Council shared its vision with Eden District Council and South Lakeland District Council to establish enterprise along the corridor to stimulate both the rural and urban economy. The Leader had seen similar projects in Slupsk during a Town Twinning visit and he hoped that the same opportunities could be created in this country. He added that it was vital that the M6 corridor was developed as it was the gateway to the energy coast.

- A Member felt that the Plan should have contained more detail on how the actions would be achieved.

The Town Clerk and Chief Executive explained that the Plan was a strategic document and its purpose was to articulate what the Council's priorities were. The detail for each of the actions did not have to be included in the Plan. Each action would have a business plan or service plan as required and scrutiny would see those plans as the projects developed. Part of scrutiny's role would be to ensure that the plans were in line with the Carlisle Plan and consistent with what the Council was trying to deliver.

- A Member raised concerns regarding fuel poverty in the City and asked if this was a priority for the Council.

The Leader reminded the Panel that the Council was the strategic housing authority and, although all priorities were important, it was most important that the authority could provide affordable housing for the people of Carlisle. The Council had land and partners but needed more resources. The Housing Minister was visiting Carlisle in March and the Leader would meet with him to discuss the resources Carlisle needed to build affordable housing.

- How would scrutiny ensure that the actions in the Carlisle Plan were being carried out?

The Panel discussed the possibility of adding an additional column to the actions table which had a proposed completion date so it could be monitored by Scrutiny. The Town

Clerk and Chief Executive reminded the Panel that the business plans or service plans for each action would be scrutinised as the developments or proposals progressed.

RESOLVED – That the comments and concerns identified by the Panel as detailed above be conveyed to the Executive.

### **ROSP.16/13 PERFORMANCE UPDATE**

The Policy and Communications Officer (MD) presented report PC.06/13 updating the Panel on the latest position regarding the Service Standards which helped measure the City Council's performance and customer satisfaction.

In considering the update Members raised the following comments and questions:

- The Service Standards were compared to a variety of other authorities, why were the same authorities not used for all the Service Standards?

The Policy and performance Officer (MD) explained that not all authorities measured the same standards or they measured them in a different way. It was most important for the authority to compare its performance against its own previous performance to ensure that the Council was providing a good service to the residents of Carlisle.

- With regard to the indicator for new benefit claims, how much longer over 28 days did the claimants have to wait?

The Policy and Performance Officer (MD) agreed to provide the information in the next report.

- Would the processing time for new claims increase as a result of the Welfare Reform?

The Director of Resources acknowledged that there were capacity challenges, some of which sat with IT but he was confident that the resources in place would deal with the changes. Claims that were not processed within the 28 days were usually because further information was required from the claimant and any that weren't processed within 28 days were unusual cases.

- Did the Council offer extra support to those claimants who required it?

The Director of Resources outlined the support which the Council offered to claimants which included Visiting Officers, signposting to the free advice agencies and advice networks. The Partnership Manager and the Customer Contact Centre Manager were working together to establish the best way to address issues.

RESOLVED: That the Performance Update report PC.06/13 be noted.

### **ROSP.17/13 ORGANISATIONAL DEVELOPMENT PLAN**

The Organisational Development Manager presented report CE.02/13 setting out the key objectives, outcomes for employees, key actions and measures of success for organisational development issues.

The Organisational Development Manager gave an overview of the work undertaken against each of the priorities on the Organisational Development Plan.

In considering the Organisational Development Plan Members raised the following comments and questions:

- Were Members included in the Health Check Scheme?

The Organisational Development Manager responded that Members had not been included in the recent health checks because they had been funded from the staff Holiday Purchase Scheme. She added that Members were welcome to attend the annual Wellbeing and Learning day which takes place in May. It would be possible to include Members in the Employee Assistance Programme and other health initiatives but the funding for this would need to be considered by the Member Learning and Development Working Group.

- The Panel asked for an update on the review of the flexible working policies.

The Organisational Development Manager reported that a desktop exercise was being undertaken to research other authorities and companies and their flexible working practices. The review would cover more than just the flexi scheme and there were currently no plans to change the existing scheme but guidance and advice would be provided for managers on how to use it.

RESOLVED – That the Organisational Development Plan progress report be welcomed.

## **ROSP.18/13 CAPITAL BUDGET OVERVIEW AND MONITORING REPORT – APRIL TO DECEMBER 2012**

The Director of Resources submitted report RD.77/12 providing an overview of the budgetary position of the City Council's capital programme for the period April to December 2012. He outlined for Members the overall budget position of the various Directorates and the financing of the 2012/13 Capital Programme, details of which were set out in the report.

He further commented upon performance against the 2012/13 programme, informing Members that the Senior Management Team would provide a strategic overview and monitor the effectiveness of the overall programme of work in delivering the Council's priorities and objectives. Technical project support and quality assurance of business cases and associated project management activities would be managed by a Corporate Programme Board chaired by the Chief Executive. Decisions to proceed or otherwise with proposed projects would be made in the usual way in accordance with the Council's decision making framework.

In summary, the Director of Resources said that a review of all capital expenditure incurred was ongoing to ensure that the expenditure had been correctly allocated between revenue and capital schemes. The work would facilitate the year end classification of assets.

In considering the report Members raised the following comments and questions:

- The Panel asked for clarification with regard to the legal fees relating to the Community Resource and Training Centre.

The Director of Resources explained that the contractor for the Resource Centre had submitted a last minute adjudication notice. The Council had refuted the claim via arbitration. The variance in the report related to the legal fees to refute the claim.

The Town Clerk and Chief Executive informed the Panel that the Council would use the Northwest Construction Hub where possible for future projects. The City Council would prefer to work with local providers where possible but did need to minimise any risk on future projects and using a set framework agreement would help this. He added that the Council would encourage local organisations to join the Hub and be part of the framework agreement.

- Had a risk assessment been carried out for the Resource Centre project?

The Town Clerk and Chief Executive assured the Panel that a risk assessment had been undertaken as part of the risk register.

RESOLVED – That Report RD.77/12 be noted.

### **ROSP.19/13 REVENUE BUDGET OVERVIEW AND MONITORING REPORT – APRIL TO DECEMBER 2012**

The Director of Resources submitted the Revenue Budget Overview and Monitoring Report for April to December 2012 (RD.78/12). He outlined the overall budgetary position and the monitoring and control of expenditure against budget allocations, together with the exercise of virement. He further provided an explanation of balance sheet management issues; a number of high risk budgets; external factors (including car parking income); performance management; Section 106 Commuted Sums and action taken to write off bad debts. The overall position, based on current projections, was a deficit which would be monitored as the year progressed.

He highlighted and reported on a number of key issues together with their budgetary implications, including the Salary Turnover Savings Budget; the increasing number of empty units at the Enterprise Centre and reduction in income from lettings; Highways Claimed Rights; the running of the ICT Connect Shared Service; income from The Lanes; the purchase in 2009/10 of a new fleet of vehicles for the Recycling and Waste Collection Service; the review of Officers' business travel allowances; the pension deficit budget in relation to shared services staff; the direct revenue financing budget; the Trade Waste VAT claim; and the Bad Debt position. Details of the main variances in the Directorates' budgets were also set out in the report.

The Panel asked if there had been any improvement in the car parking income and the Director of Resources explained that it was too early in the process to be able to provide accurate information.

RESOLVED – That Report RD.78/12 be noted.

(The meeting ended at 12.00pm)

## **SPECIAL RESOURCES OVERVIEW AND SCRUTINY PANEL**

**TUESDAY 5 MARCH 2013 AT 2:00PM**

**PRESENT:** Councillor Watson (Chairman) Councillors Betton, Bowditch, Bowman S, Craig, Forrester, Mrs Parsons and Whalen.

**ALSO PRESENT** Councillor Mrs Quilter – Culture, Health, Leisure and Young People Portfolio Holder  
Councillors Allison (as substitute for Councillor Mrs Luckley), Earp, Mrs Stevenson and Mrs Vasey (as Members of Community Overview and Scrutiny Panel)  
Martin Horne, Carlisle Leisure Limited  
Andy King, Carlisle Leisure Limited  
Tom Rice, Carlisle Leisure Limited  
David Weakley, Carlisle Leisure Limited

**OFFICERS** Town Clerk and Chief Executive  
Director of Community Engagement  
Director of Resources  
Chief Accountant  
Development and Support Manager  
Policy and Performance Officer  
Scrutiny Officer

### **ROSP.20/13 APOLOGIES FOR ABSENCE**

Apologies for absence were submitted on behalf of Councillors Mrs Luckley, Mrs Prest, Miss Sherriff and Dr Tickner – Finance, Governance and Resources Portfolio Holder.

### **ROSP.21/13 DECLARATIONS OF INTEREST**

There were no declarations of interest submitted.

### **ROSP.22/13 PUBLIC AND PRESS**

It was agreed that the items of business within Part B of the agenda should be dealt with in private.

### **ROSP.23/13 REVIEW OF CARLISLE LEISURE FINANCIAL PERFORMANCE** (Public and Press excluded by virtue of Paragraph 3)

Mr King presented slides to the Panel that outlined the historical context to the contract and the key issues. He reminded Members that the contract was a 15 year contract that was won in a competitive bidding process and was due to expire in December 2017. Mr King outlined the areas of leisure for which Carlisle Leisure Limited were responsible within the Carlisle area. That included St James Park which was operated on an annually renewing contract.

Mr King explained how surpluses and savings had been re-invested into facilities or held in reserves for future investment. Monitoring of the contract had been re-established in 2010

and all information requested had been provided on time. Mr King highlighted the awards that had been achieved by Carlisle Leisure Limited and advised that the Sands Centre and Carlisle Pools had been the best performing and third best performing centres in the North West and North East Sport England Regions; the Sands Centre was rated in the top 10 in the UK for customer satisfaction in 2009. All centres had been awarded Cumbria Business Environment Network (CBEN) Gold award for environmental excellence, had improved Display Energy Certificate scores and Net promoter Scores were well above the industry average.

Mr King explained the makeup of the Carlisle Leisure Limited Board, which included 2 Carlisle City Councillors, and the Carlisle Leisure Limited Senior Management team and outlined Carlisle Leisure Limited's vision for Carlisle.

Over the term of the contract both Carlisle Leisure Limited and the City Council had developed the centres and the changes were outlined by Mr King. He acknowledged that some of the facilities required increasing capital spend to keep them open and there was a "price war" as a result of increased, very low cost fitness competition in the city, many of which provided free on site parking. There were also issues with the "in limbo" position at the Sands Centre and the Pools as well as issues raised by customers regarding car parking. The poor weather had been an issue and participation in golf and swimming were declining nationally. The huge increases in utilities costs also needed to be considered.

Carlisle Leisure Limited had been successful in working with a number of partnerships providing activities to 1.1 million visitors per year and had introduced several new programmes, including the Fab 'n' Fifty programme which had been acclaimed internationally by the World Health Organisation (WHO). As a result of the partnership working Carlisle Leisure Limited had been able to attract external funding and employ a number of apprentices. Carlisle Leisure Limited had also injected significant capital into new technology for both sports equipment and telephone/on-line booking equipment.

Carlisle Leisure Limited had worked with the City Council to create the Carlisle Sport and Physical Activity Alliance Foundation (SPAAF) which had accomplished a number of key programmes.

Mr Rice explained that based on the deal types that Carlisle Leisure Limited could flexibly negotiate, they were able to bring leading artists and productions to the city that other external organisation would not risk. Mr Rice presented an analysis of where ticket purchasers lived and as an example cited the recent production of Blood Brothers for which over 70% of ticket purchasers were outside the Carlisle area. Mr Rice presented testimonials from restaurant and bar owners who stated that they had seen their busiest periods during major events at the Sands Centre.

Mr King highlighted some of the future opportunities that Carlisle Leisure Limited were looking towards. Mr King summarised Carlisle Leisure Limited's current position and stated that they were happy to meet with Officers and Members to resolve any issues.

In considering the issues Members raised the following questions and comments:

*As there was competition for fitness facilities in Carlisle would Carlisle Leisure Limited consider allowing someone else to take responsibility and focus on other areas?*

Mr King acknowledged that some of the facilities were dated but they suited Carlisle Leisure Limited's customers. The Leisure Access card was available and there was a reduction in price for those on benefits. Exercise and referral schemes were available that other organisations did not have and Mr King was certain that service levels were better than those in the private sector. With the right investment into the Sands Centre, he was confident that Carlisle Leisure Limited could fight back.

*The report indicated that the running of Carlisle Leisure Limited had cost more than the Management Fee paid to it by the City Council. What were Carlisle Leisure Limited doing to balance those figures?*

Mr King explained that there were a number of reasons for the current situation and that a lot of the facilities in Carlisle were weather dependent. Mr Weakley explained that the Management Fee was retained in the Head Office costs.

*Members were anxious that the contract was monitored in a proper manner in the future.*

Mr King stated that Carlisle Leisure Limited were trying to bring costs down and the largest investment had been in new gym equipment and ground maintenance equipment which would partly explain the losses to the City Council.

*With regard to St James Park what were the main costs?*

Mr King explained that the main costs were ground maintenance and staffing. The park was part of an annual rolling contract which made it difficult to consider future investment.

*It is important that all sides work together to solve financial issues and look at ideas to provide a better service to the residents of Carlisle.*

*How would the deficit from last year be avoided this year?*

Mr King advised that last year was difficult mainly due to the poor weather. In the coming year it was anticipated that more shows would be brought to the Sands Centre. He confirmed that facilities would not be cut without Officers' knowledge and stated that he believed that Carlisle Leisure Limited could grow their way out of the difficulties.

The Chairman thanked the representatives from Carlisle Leisure Limited for their input into the meeting. The representatives left the meeting.

The Chief Executive stated that discussions in the meeting had been open and transparent and believed that Carlisle Leisure Limited were doing a good job. He advised that he had regular meetings with Mr King to catch up and discuss any problems but he was reassured by the presentation and discussions at the meeting. The Director of Resources explained that Mr King was not involved in the operational day to day running of Carlisle Leisure Limited.

Members were satisfied with the discussions that had been held and were made aware that when the contract was due to expire a further tendering exercise would be undertaken for which Carlisle Leisure Limited could apply. There was no scope to extend the term in the current contract.

The Chairman confirmed that Officers had the support of the Overview and Scrutiny Panels as well as the Council as a whole.

RESOLVED – 1) that the Panel will consider the Audit Report when it is received.

2) That the Panel welcome the suggestion of an annual review and intend to scrutinise this review and will invite representatives from Carlisle Leisure Limited.

3) That the Panel reiterated their concerns about the lack of contract monitoring in the past and looked forward to more robust monitoring in the future.

(The meeting ended at 4:20pm)



# Resources Overview and Scrutiny Panel

Agenda  
Item:  
**A.2(a)**

Meeting Date: 4th April 2013  
Portfolio: Cross Cutting  
Key Decision: No  
Within Policy and Budget Framework: No  
Public / Private: Public

Title: OVERVIEW REPORT AND WORK PROGRAMME  
Report of: Scrutiny Officer  
Report Number: OS 08/13

**Purpose / Summary:**

This report provides an overview of matters related to the Resources O&S Panel’s work. It also includes the latest version of the work programme.

**Recommendations:**

Members are asked to:

- Decide whether the items on the Leader’s Notice of Key Decisions should be included in the Panel’s Work Programme for consideration. (para 1 & Appendix 1)
- Note and/or amend the Panel’s work programme (Appendix 3)

**Tracking**

Executive:	
Overview and Scrutiny:	
Council:	

## 1. Notice of Key Executive Decisions

The most recent Notice of Key Executive Decisions was published on 8<sup>th</sup> March 2013. The following issues fall into the remit of this Panel and full details are attached at **Appendix 1**:

- **KD.03/13 Vehicle and Plant Replacement Provision 2013/14** - The Executive will be asked at their meeting on 8<sup>th</sup> April 2013 to release Capital Budget provision for 2013/14 of £259,000 to provide vehicles and plant in accordance with the 5 year plan.
- **KD.05/13 Planned Enhancements to Council Properties** - The Executive will be asked to release funding for enhancements to Council properties at their meeting on 8<sup>th</sup> April 2013.

## 2. References from the Executive

There are no references from the Executive from their meeting on 11<sup>th</sup> March.

## 3. Scrutiny Annual Report

The Scrutiny Annual Report has been drafted and is attached at **Appendix 2**. Panel Members are asked to comment on the draft which is being considered by all three O&S Panels. The report will then be formally approved by the Scrutiny Chairs Group at their meeting on 18<sup>th</sup> April 2013.

## 1. Work Programme

The Panel's current work programme is attached at **Appendix 3** for comment/amendment.

**Contact Officer:**

**Nicola Edwards**

**Ext: 7122**

## **Appendices**

**attached to report:**

1. Relevant Extracts from the Notice of Key Executive Decisions
2. Draft Scrutiny Annual Report 2012/13
3. Resources O&S Work Programme 2012/13

**Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:**

- None

**CORPORATE IMPLICATIONS/RISKS: None**

Items relevant to the Resources Overview and Scrutiny Panel:

**Notice of Key Decisions to be taken by the Executive**

The following key decision is to be made on behalf of Carlisle City Council:

Key Decision Reference:	KD.03/13
Decision Title:	Vehicle and Plant Replacement Provision 2013/14
Decision to be taken:	The Executive will be asked to release Capital Budget provision for 2013/14 of £259,000 to provide vehicles and plant in accordance with the 5 year plan.
Date Decision to be considered:	
Date Decision to be taken:	8 April 2013
Is the Decision Public or Private?:	The decision will be taken in public
Documents submitted for consideration in relation to the Decision:	The report of the Director of Resources will be available five working days before the meeting
Contact Officer for this Decision:	Director of Resources, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Finance, Governance and Resources (Councillor Dr Tickner)
Relevant or Lead Overview and Scrutiny Panel:	Resources Overview and Scrutiny Panel

All public reports can be viewed in the Customer Contact centre of the Civic Centre, Carlisle, the Public Library and on the Council's website [www.carlisle.gov.uk](http://www.carlisle.gov.uk).

Other documents relevant to the matter may be submitted to the decision maker.

These, if available, may be obtained by contacting the named contact officer.

Items relevant to the Resources Overview and Scrutiny Panel:

**Notice of Key Decisions to be taken by the Executive**

The following key decision is to be made on behalf of Carlisle City Council:

Key Decision Reference:	KD.05/13
Decision Title:	Planned Enhancements to Council Properties
Decision to be taken:	The Executive will be asked to release funding for enhancements to Council properties.
Date Decision to be considered:	
Date Decision to be taken:	8 April 2013
Is the Decision Public or Private?:	The decision will be taken in public
Documents submitted for consideration in relation to the Decision:	The report of the Director of Resources will be available five working days before the meeting
Contact Officer for this Decision:	Director of Resources, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Finance, Governance and Resources (Councillor Dr Tickner)
Relevant or Lead Overview and Scrutiny Panel:	Resources Overview and Scrutiny Panel

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Other documents relevant to the matter may be submitted to the decision maker. These, if available, may be obtained by contacting the named contact officer.

Items relevant to the Resources Overview and Scrutiny Panel:

**Notice of Key Decisions to be taken by the Executive**

The following key decision is to be made on behalf of Carlisle City Council:

Key Decision Reference:	KD.037/12
Decision Title:	Carlisle Plan 2013-16
Decision to be taken:	The Executive is requested to: 1. Consider and comment upon the presentation and content of the Plan with a view to seeking continuous improvement in the way the Council delivers services to its local communities. 2. Consider the comments of the Overview and Scrutiny Panels on the draft Plan. 3. Refer the Plan to full Council for approval.
Date Decision to be considered:	11 February 2013 consultation period to include Overview and Scrutiny as appropriate (EX.10/13)
Date Decision to be taken:	8 April 2013
Is the Decision Public or Private?:	The decision will be taken in public.
Documents submitted for consideration in relation to the Decision:	Report PC.01/13 - Draft Carlisle Plan 2013-2016 on 11 February 2013
Contact Officer for this Decision:	Town Clerk and Chief Executive, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Finance, Governance and Resources (Councillor Dr Tickner)
Relevant or Lead Overview and Scrutiny Panel:	Cross cutting

All public reports can be viewed in the Customer Contact centre of the Civic Centre, Carlisle, the Public Library and on the Council's website [www.carlisle.gov.uk](http://www.carlisle.gov.uk).

Other documents relevant to the matter may be submitted to the decision maker. These, if available, may be obtained by contacting the named contact officer.

## Draft Scrutiny Annual Report 2012/13

### Introduction

Scrutiny is considered to be the main balance to the power of the Executive and involves many of the Councillors who are not on the Executive. Individual councillors are selected by their political parties to sit on the scrutiny panels.

The key roles of scrutiny are:

- ensuring that the Council and the Executive is accountable. This means questioning members of the Executive and senior officers about decisions that have been made or are about to be made. It also involves looking at how well the Council is doing against its policy objectives and targets for achievement.
- reviewing and developing policies. In this role, scrutiny can help the Council to develop its policy and budgetary framework. This might involve research and consultation with the community and other agencies on policy issues, good practice and looking at alternative ways of doing things.
- ensuring the continuous improvement of Council services. Scrutiny can make suggestions to the Executive for service reviews. Members of scrutiny panels are often involved in individual reviews where a particular service or function of the Council is thoroughly examined

In Carlisle, scrutiny operates through three panels - Community Overview and Scrutiny Panel, Resources Overview and Scrutiny and Environment and Economy Overview and Scrutiny. The Scrutiny Chairs Group (Chairs and Vice Chairs of the three Scrutiny Panels) meets on an ad hoc basis to deal with any overarching scrutiny issues.

There are eight non-Executive members on each panel and each panel is politically balanced (ie the proportions of each political party on the panel are the same as on the Council as a whole).

This annual report provides an overview of the work of the scrutiny function during the 2012/13 civic year. The first part of the report provides brief details of the work of the individual panels and gives details of examples of Task Group work. The second part of the report considers current scrutiny practices and issues this year and looks to the future, considering areas where further development could be considered.

Does Cllr Whalen want to add anything here as lead Member of Scrutiny Chairs Group?

**Contribution by Leader of the Council**

When the new administration took over the running of the City Council after the May 2012 elections, the new Executive took a very specific decision that policy items placed before the new Executive would, prior to any final decision by the Executive be referred to the appropriate O&S Panels of the Council. To research, gather evidence, scrutinise effectively and make positive recommendations back to the Executive. I have to say that this process has worked very well, and in my judgement makes for better local government.

I have consistently asked for all partners in the Council to work together for the good of the city and its future prosperity. I see the O&S function as a very helpful vehicle in taking this forward.

**Professor Councillor J D Hendry - Leader of the Council**

## **Part 1: Work of the Individual Panels**

The sections below give a personal commentary from the Chairs of the Panels on their view of their particular Panel's work over the last year.

### **Community Panel**

#### **Personal View from Cllr Olwyn Luckley, Chair of Community O&S Panel**

There was some concern expressed at last year's Scrutiny Chairs Meeting about the growing length of agendas. Several Panel meetings had run from 10am well into the afternoon, making for difficulties in regard to attendance for Officers and Portfolio Holders.

This year this has been addressed by the Community Panel. Firstly, by improving the focus given to items by members of the Panel. By readjustments of agendas in which some reports were deemed for information only and decisions made on whether scrutiny would add value to certain reports or presentations. This has led to more efficient use of members and officers time and sharper scrutiny of the Panel's core remit.

Sharp and productive scrutiny is often provided by the Task and Finish Groups and enable members to gain a greater knowledge of the Council's services and to take part in improving those services with the resultant recommendations. In 2011/12 the Community Panel's Task and Finish Groups on the Disabled Facilities Grant (DFG) Scheme and on the Homelessness Service concluded with a number of recommendations which the Council's Executive accepted.

In January 2013, the Panel received reports outlining the many positive actions that had taken place in regards to the DFG Scheme and the Homelessness Service as a result of the Panel's recommendations. This can only be a satisfactory conclusion to the work carried out by the Task and Finish Groups.

This municipal year, it was decided to carry out a Task and Finish Group scrutiny on how the Council supports the Community Centre's. This has been an issue that has been raised by Members (not just Panel Members) on a number of occasions. The Group brought forward a number of recommendations, which have been accepted by the Council's Executive. The Group plans to visit the Centre's in April to evaluate the results of their recommendations.

A second Task and Finish Group which comprise Members from the Panel and the Environment and Economy Panel examined proposals for the future management of the Council's Allotments. It was recommended that the Allotment Associations should be given the opportunity to self manage their sites and some have done so already.

The development of Shaddongate Resource Centre has been a subject of importance for the community and the Council. From its opening earlier last year, to its development of service and accommodation provision, the Panel has scrutinised its activities. Vulnerable citizens, the old and the young, have been the primary focus of the services provided. The Panel area pleased to see that its provision has been utilized not just by the Council, but by many other agencies dealing with the health and wellbeing of the community in Carlisle. Future updates on this work, managed on behalf of the Council by the YMCA, I expect will be required of the Panel.



Housing and subjects allied to it, it an important part of the Panel’s core work. The half yearly examination of the Council’s partnership agreement with Riverside Carlisle Housing Association, the Localisation Support of Council Tax and the Council’s Tenants Strategy document all gave the opportunity for questions relating to the new under occupancy rules which are coming in in April this year, the resources in-house to prevent homelessness and the Councils plan for LSCT to be examined.

The role of the new Home Improvement Agency for which the City Council is the Authority responsible was examined and will return to the Panel for further scrutiny as will a report on the processing of Benefit Claims, about which the Panel have concerns in regard to the time taken to process the claims. That time is improving but with the changes that will be happening in the months to come, the Panel are anxious that processing time will be adequate.

The Panel recognizes that with all the challenging changes which will face housing supply needs in our area in the coming year, together with Welfare Reform and Universal Credit, a joint meeting or workshop with all three Panels on these subjects should be considered at the appropriate time in the next municipal year.

The Chair of the Tullie House Trust and the Director of Tullie House Museum and Art Gallery presented the 2013/14 – 2014/15 Business Plan to the Panel in November. The first 18 months of the new Trust had clearly been very challenging but in many ways there were satisfying outcomes - with new successful exhibitions, a Business Award for Tourism and Hospitality, funding for three years from the Arts Council which would focus on young people and other successful funding bids.

The Performance Monitoring Reports continue to be presented to the Panel on a quarterly basis and still produces questioning due to difficulty in not always being immediately clear to members what is being reported. However, the Policy and Performance Offices are always very helpful.

The draft Carlisle Plan was presented to the Panel. Of concern to members was the lack of specific mention of Health as a subject of responsibility for the Council and the recommendation for this to be included will go forward to the Executive.

Our final meeting of this year will take place in Dalston. Subjects for the agenda already decided are the new Parish Charter

I’d like to thank members of the Panel for their work, the Portfolio Holders, the Director of Community Engagement and all other officers who have attended the Panel’s meetings or been involved in supporting the various Task and Finish Groups. The Panel has been ably assisted by the Scrutiny Officer and I thank her for her contribution.

**Support to Community Centres Task and Finish Group – box to be inserted with details of Task Group**

**Cllr Anne Quilter, Portfolio Holder for Culture, Health, Leisure and Young People**

*I believe the role of the Scrutiny Panels and the Task and Finish groups are important to the decision making process of the Executive and will continue to listen to the comments forwarded to me regarding my Portfolio. I think that we can make informed decisions together by working in partnership to benefit our communities.*

## Environment and Economy Panel

Personal View from Cllr Stephen Layden, Chair of Environment & Economy O&S Panel

Submission to follow

Carlisle Tourist Information Centre Task and Finish Group –box to be inserted with details of Task Group

Talkin Tarn Task and Finish Group - box to be inserted with details of Task Group

### Small Scale Members projects – information to be inserted

**Cllr Elsie Martlew, Portfolio Holder for Environment & Transport**

*My previous local government experience with Carlisle City Council was during the time when a committee structure was in operation; this time around, with the Executive and Overview and Scrutiny concept, I initially felt it to be a somewhat alien concept!*

*However, that feeling was short-lived. I quickly realised the advantages and potential of the Scrutiny panels and, as an Executive member, I have tried to ensure that issues are fully discussed at O&S prior to any recommendation being formulated by the Executive.*

*The robust questioning of Executive members and senior officers by members of O&S can lead to improved policies, which must be beneficial to the democratic process.*

*I also appreciate the detailed work undertaken by Task and Finish groups. They are able to investigate, in great detail, issues of concern.*

*There are, however, drawbacks to the current system as the O&S panels do not accurately reflect the responsibility of Portfolio Holders which can lead to duplication or omission and perhaps needs to be reviewed in the future.*

## **Resources Panel**

### **Personal View from Cllr Reg Watson, Chair of Resources O&S Panel**

Scrutiny is an important part of our local government system that aids the democratic structure of the Council and for the past year the Resources Panel has taken a close look at a number of areas. Routine monitoring and overview of the Council's Budget, Risk Register, Partnerships and Performance gives Members of the Panel an opportunity to identify areas of concern which require further scrutiny.

This good practice can be demonstrated in the scrutiny of sickness absence and the Panel's tenacity in receiving necessary information from Carlisle Leisure Ltd in order to support their responsibility to scrutinise the monitoring of significant partnerships. This is an issue that Members intend to continue to monitor closely over the year ahead.

The Panel also set up a Task and Finish Group to look at paper reduction and the use of new technology for Councillors and Officers using the small computers now available. As a result we are now planning a trial to be completed by the end of this Civic year.

In the next two years the pressure on the Council's budget will be the biggest this Council has ever faced and scrutiny must continue to challenge Members of the Executive. The Resources O&S Panel will continue to look for assurance that our staff are being supported through difficult times through continuing scrutiny of sickness absence, organisational development and employee surveys.

A big thank you to the Chief Officers, members of the Executive and all who added to our deliberations. Our questions were not all daft!

Thank you to our Scrutiny Support Officer for the clear advice and support and thank you to members of the Panel who never failed to get to the heart of the matter before us.

We hope we have added value to the Councils deliberations.

**Saving Paper Task and Finish Group – box to be inserted giving details of work**

## **Part 2: Development of Scrutiny & Summary of Progress**

### **Relationship with the Executive**

The Council's Administration changed in May 2012 and the relationship thus far between Scrutiny and the Executive has been positive. There has been little requirement for formal Tripartite meetings which were planned to be held on a quarterly basis as dialogue between the two has been open and continuous throughout the year.

**It is hoped that this relationship continues to develop positively throughout the next Civic Year.**

### **Notice of Key Decisions, Pre-Decision Scrutiny and Call-in**

On 10 September 2012 new regulations came into force (The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012). The new regulations removed the requirement for the publication of a Forward Plan covering a three month period. The regulations replaced the Plan with a requirement for the Council to publish a Notice 28 days in advance of any key decisions being made.

As the notice only requires 28 days notice it has been inevitable that the Scrutiny Panels have not always been able to undertake pre-decision scrutiny. Scrutiny does not have to look at every decision made by the Executive and some Members still continue to have concerns that the Executive are making decisions which have not been subject to scrutiny. It should be acknowledged that there are times where the Executive should be left to make their decision, this is their responsibility. Should there be concern about the decision made then Scrutiny should request a Call-in. A Call-in should not be seen as an adversarial, political tool but an opportunity to ensure that the Council adheres to the principles of good decision-making.

There have been excellent examples throughout the current year where Executive Members have requested pre-decision Scrutiny, for example on Claimed Rights, which have given checks and balance to options and recommendations. These meetings have been particularly successful due to the openness and willingness of both parties to look for the best solution for the Authority and the people of the District.

### **Agendas and Chairing of meetings - training**

The length of agendas for a number of panel meetings was identified as a concern last year and several meetings run well into the afternoon. This has greatly improved in 2012/13 with only 2 meetings running over 1:00pm (from a 10am start). Indeed both of these meetings concluded at 1:10pm.

A training session for Scrutiny Chairs and Vice Chairs was arranged on Purposeful Meetings early in the Civic Year. In order to recoup some of the cost and also to widen the discussion, 6 places were offered to other Councils within Cumbria. The feedback on the training was particularly positive and Chairs should be applauded for actively taking on board the suggested changes which were identified at the session which has, for the majority of the time made for more focused discussions. However it is still true to say that at times Chairs of Panels have found it difficult to focus some Members to the topic at hand and this can cause some frustration to other participants. **Chairs should try to develop their skills further in 2013/14 so that they are confident to curtail unproductive discussion or long-winded speeches and bring the focus back to positive scrutiny.**

Although on the whole meetings have concluded well before 1:00pm it has been helpful this year that the timings of Joint Management Team and Executive Briefings have been changed so they are no longer held earlier in the afternoon following on from Scrutiny meetings. Both Executive Members and Senior Managers have not been rushed from one meeting to another and are not having to make a decision as to which is more important to attend.

### **Attendance at Meetings**

Concern regarding attendance at Scrutiny Panels was raised in the last Annual Report. Group Leaders were requested to consider the availability of Members to attend scrutiny when allocating Membership of the Overview and Scrutiny Panels.

Attendance has improved in the current year with attendance at 94.6% for Community, 89% for Economy & Environment and 98% for Resources O&S Panels, compared with 93%, 87% and 84% respectively in 2011/12, however **Group Leaders are again requested to bear this in mind when allocating Members in 2013/14.**

Concern was raised part way through the year by the Scrutiny Chairs Group that some Members were leaving the meeting very early which at times left a small number of Scrutiny Members to consider later agenda items. Members were reminded that they are expected to stay to consider all of the agenda in order to ensure proper scrutiny of all items placed before them. This has improved towards the end of the year but **Scrutiny Chairs should continue to monitor attendance in 2013/14.**

**Do Scrutiny Members agree that this is an accurate reflection of the work undertaken this year and address concerns raised appropriately?**

**Are there any other issues which Members would like included within the report?**

**Are there any particular topics that Members would like to be considered for review in 2013/14?**

## RESOURCES OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2012/13

Date last revised: 20 March 2013

Issue	Type of Scrutiny						Comments/Current Status	Meeting Dates							
	Performance Management	Forward Plan Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/External Agency	Budget	Monitoring		14 Jun 12	26 Jul 12	30 Aug 12	18 Oct 12	4 Dec 12	3 Jan 13	21 Feb 13	4 Apr 13
<b>Current Meeting – 4<sup>th</sup> April 2013</b>															
Asset Management Business Plan			✓				To monitor implementation of plan		✓					✗	
Transformation Board						✓	To receive six monthly updates				✓			✓	
Employee Opinion Survey							To inform Members of feedback and action plan							✓	
Corporate Risk Register						✓	Quarterly Monitoring		✓		✓			✓	
Scrutiny Annual Report							Draft report for comment before Chairs Group							✓	
<b>Task &amp; Finish Groups</b>															
Saving Paper			✓		✓		Update on pilot and implementation of recommendations				✓	✓	✓	✓	✓

# RESOURCES OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2012/13

Date last revised: 20 March 2013

Issue	Type of Scrutiny						Comments/Current Status	Meeting Dates								
	Performance Management	Forward Plan Item/Referred from Executive	Policy	Review/Development	Scrutiny of Partnership/ External Agency	Budget		Monitoring	14 Jun 12	26 Jul 12	30 Aug 12	18 Oct 12	4 Dec 12	3 Jan 13	21 Feb 13	4 Apr 13
<b>Future Meetings</b>																
<b>COMPLETED ITEMS</b>																
Corporate Programme Board						✓	Quarterly monitoring of significant projects		✓		✓		✓			
Significant Partnerships				✓			Continue scrutiny of Carlisle Leisure Ltd				✓		✓	Special Meeting to be held March 2013		
Sickness Absence						✓	Exception performance report on sickness absence	✓			✓			✓		
Carlisle Plan							To consider draft plan							✓		
Performance Monitoring Reports	✓					✓	Service Standards relevant to the remit of the Panel	✓		✓		✓		✓		
Organisational Development	✓					✓	Quarterly monitoring of OD plan	✓		✓		✓		✓		
Budget Monitoring 12-13					✓	✓	Monitoring of budget			✓		✓		✓		

# RESOURCES OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2012/13

Date last revised: 20 March 2013

Issue	Type of Scrutiny						Comments/Current Status	Meeting Dates								
	Performance Management	Forward Plan Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		14 Jun 12	26 Jul 12	30 Aug 12	18 Oct 12	4 Dec 12	3 Jan 13	21 Feb 13	4 Apr 13	
Budget					✓		Budget setting 2012/13-2016/17					✓	✓			
Implementation of Council Tax Technical Reforms		✓					Consideration of Executive proposals					✓				
Savings Proposals					✓		To consider Executive savings proposals				✓					
Localisation of Council Tax							Draft scheme how Council will administer Council Tax Benefit discount				✓					
Medium Term Financial Plan					✓					✓						
2011/12 Provisional Outturn Reports					✓		Outturn reports and recommendations on carry forward requests to Council	✓								



# Resources Overview and Scrutiny Panel

Agenda  
Item:  
**A.2(b)**

Meeting Date: 4th April 2013  
Portfolio: Finance, Governance and Resources  
Key Decision: No  
Within Policy and Budget Framework NO  
Public / Private Public

Title: **SAVING PAPER TASK GROUP – Update Report**  
Report of: Scrutiny Officer  
Report Number: OS 09/13

## **Purpose / Summary:**

In September 2013 Members of Resources O&S Panel requested that a Task Group be set up to look further into saving paper within the democratic process. The Task Group reported back to the Panel on 6<sup>th</sup> December with their findings made several recommendations, including a recommendation to undertake a pilot of using Tablet technology in Committee meetings. This report updates the Panel of the outcome of the pilot and the progression of the other recommendations made by the Task Group.

## **Recommendations:**

1. Members of Resources O&S Panel are asked to note and comment on the outcome of the pilot.
2. That due to the agreement not to make use of MyCMIS the Panel agree changes to recommendation 2 of the Task Group to:

Should the pilot be successful then the use of tablets should be rolled out to all Members and Officers who indicate that they wish to move to paperless working. Consideration needs to be given to training and support. These Members and Officers should no longer be provided with paper Committee reports.

## Tracking

Executive:	
Overview and Scrutiny:	
Council:	

**Contact Officer: Nicola Edwards**

**Ext: 7122**

## Appendices

**1. Outcome of pilot and update on recommendations attached to report:**

**Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:**

- OS 35/12 Saving Paper Task and Finish Group – ROSP 6<sup>th</sup> December 2012

## **1. Summary**

- 1.1. In September 2013 Members of Resources O&S Panel requested that a Task Group be set up to look further into saving paper within the democratic process. The Task Group reported back to the Panel on 6<sup>th</sup> December with their findings made several recommendations, including a recommendation to undertake a pilot of using Tablet technology in Committee meetings. This report updates the Panel of the outcome of the pilot and the progression of the other recommendations made by the Task Group.
- 1.2. For information CMIS is the City Council's e-Democracy Committee Management System which is where all aspects of the Authorities committees, forums and working groups; including meeting dates, agendas, reports , minutes, memberships and substitutes are held. MyCMIS is a web portal that provides customised access for each Member to keep track of their meetings, documents and schedule. Member's are provided with access to their meeting documents and information, which they can simply annotate electronically and save to their device prior to a meeting.

## **2. Background**

- 2.1. In September 2013 Members of Resources O&S Panel requested that a Task Group be set up to look further into saving paper within the democratic process. The Task Group reported back to the Panel on 4<sup>th</sup> December with their findings and the following recommendations.
  1. That the Council should move towards moving to using technology in order to save paper, printing and postage of Committee Papers. Initially a pilot should be undertaken with volunteers who own or who have access to a tablet. As this pilot should concentrate on issues around accessing, reading and annotating reports before and within Council meetings it may be possible to undertake the pilot without the initial purchase of MyCMIS.
  2. Should the pilot be successful then MyCMIS should be purchased and rolled out to all Members and Officers who indicate that they wish to move to paperless working. These Members and Officers should no longer be provided with paper Committee reports.
  3. A mechanism whereby Members can purchase a suitable device via payments from their allowance should be explored if Members indicate that they wish to have their own tablet. Consideration needs to be given to how this is rolled out to Officers.
  4. That regardless of the move to paperless Committees, consideration should be given to the amount of minute books produced by the Authority. The Task Group recommends that a small number be made available in

each group office and not routinely produced for all Members of the Council.

- 2.2 This report updates Members of Resources O&S Panel on the outcome of the pilot (Recommendation 1 & 2).
- 2.3 Work is continuing on Recommendation 4 in the Governance Directorate. The reduction in minute books identifies a saving of approximately £2500 per annum. To achieve the savings it will be necessary to establish a practicable and workable methodology to support Members in full Council meetings.

### **3. Pilot**

- 3.1. A request for volunteers, who owned or had access to a tablet device, to be involved in the pilot was emailed to all Members on 4<sup>th</sup> December 2013. Interest was shown by Cllrs Allinson, Atkinson, Bloxham, M Bowman, Bowditch, Cape, Craig, J Mallinson, Tickner and Sherriff. The meetings which the Members participated in during the pilot can be seen in the table at Appendix 1.
- 3.2. The Committee Clerks tested an Android tablet.
- 3.3. The 10 Members who volunteered covered the majority of Committees within the timeframe of the pilot. The knowledge and experience of working on tablets covered a range from Members who had used a device for 2-3 years to those who used one for the first time during the pilot.
- 3.4. Following negotiations with Astech, the providers of MyCMIS software, an agreement was made for the installation of MyCMIS for the pilot with a proviso that should the pilot be unsuccessful then the cost of the licenses fees would be fully refundable.
- 3.5. The software was installed on 18<sup>th</sup> January 2013 and access was provided to all Members on the pilot. Prior to installation Members were requested to look at the different PDF reader apps that were available as this was purely a personal choice. Once documents are downloaded onto the device Members would access and annotate reports via the PDF reader.
- 3.6. The Scrutiny Officer looked at various PDF readers including Adobe, DocsASLite, Good Reader and GoodNotes and informed Members that her preferred App was the Good Reader, particularly for annotating the reports – although this was the only App that was paid for (£2.99). Throughout the pilot this particular App has proved successful and invaluable for those using iPads.
- 3.7. Formal training was deliberately not provided for the pilot, primarily as Astech had said that this is not required and a video would be available for self learning. Unfortunately the video was not made available until after the pilot had begun. A handout with pictorial instructions for accessing MyCMIS was produced by the Scrutiny Officer and circulated to participants. In addition time

was set aside for Members to “drop in” and have a one-to-one with the Scrutiny Officer in order to be shown the basics. 8 of the 10 participants took up this offer of additional support.

- 3.8. Members were also invited able to contact the Scrutiny Officer on an ad hoc basis to discuss issues or request ongoing help.
- 3.9. An issue that was identified very early in the pilot was that there was a requirement to download individually each report/document for a Committee meeting. The process was time consuming and cumbersome. Following discussions with Astech it was identified that an *Agenda Document Pack* would need to be produced using the CMIS Agenda Builder. This would collate all papers required for the Committee into one large document. Each document was “bookmarked” which eased the use of moving from one report to another quickly.
- 3.10. The Committee Clerks worked hard in developing the Document Pack and this was rolled out starting with the agenda for the Regulatory Panel on 6<sup>th</sup> February 2013 and Members who were on the pilot no longer received paper copies of Committee reports for there on in.
- 3.11. The Lead Member (Cllr Craig) arranged for a meeting of the pilot Members on 21<sup>st</sup> March 2013 to discuss and evaluate the pilot.

#### **4. Feedback from Members**

##### **Training & Support**

- 4.1. Members agreed that the support provided was adequate and appropriate but questioned whether formal training could be provided to Members who would be new to using a tablet. “Suck it and see” was cited by a Member as the best approach with ad hoc support available if and when required. Some Members were concerned about the extra burden on staff time, but were assured that this had been taken into consideration prior to the pilot.
- 4.2. Members agreed that the informal get together to talk about their experience towards the end of the pilot had been extremely useful in sharing tips and experiences and receiving help and support from their peers. It was suggested that should the pilot be rolled out the regular drop-in sessions are introduced, perhaps initially on a monthly basis.
- 4.3. It was evident that the device needed to be used frequently in order to gain and maintain skills. Members who were able to put more time in found that they got more out of the pilot and were more confident in using the tablet in Committees.

## Problems Encountered

- 4.4. The group did not identify any insurmountable issues and a commentary of issues raised is detailed below along with action taken.
- 4.5. **Cannot annotate text on scanned documents.** This was an issue particularly for those Members on Development Control as the schedule is produced by scanning all of the various reports, plans and letters to produce one document pack. Committee Services are to investigate whether the pack can be produced in an alternative manner which would enable annotation of text and bookmarking of each application.
- 4.6. **One Member could not transfer reports to a PDF reader from the internet.** It was discovered that this was due to having a 1<sup>st</sup> Generation iPad which did not support this feature. It was agreed that this Member would receive report packs via email rather than receiving a webpage link.
- 4.7. **Page numbers at times did not correspond to the page numbers of those with paper copies.** This made it difficult to navigate around the report during Committee. Members were informed that from the 2013/14 Civic year commencing in May 2013, deadline dates for reports to Committee Services had been changed in order to create document packs earlier. This would ensure that there is no differentiation between the paper report and the electronic reports.
- 4.8. **At times the document packs did not contain all of the reports.** It was identified that this was due to a report being marked "to follow". The document pack would be updated when the report was available however the onus is on the Member to read and action emails which would notify them of any changes.
- 4.9. **Cannot access Committees which they do not sit on through MyCMIS.** This was a major issue to one or two Members on the pilot. It was expected that during the time of the pilot that we would receive an update to MyCMIS which would include RSS Feeds which would inform Members of the availability of Committees which they did not sit on but expressed an interest in. Unfortunately this did not happen during the time of the pilot and Members did rightly question the requirement for MyCMIS when they were able to access all reports via CMIS.
- 4.10. **Documents were not downloaded with their name tag.** This was a sporadic issue but did cause an issue to Members as downloaded reports often had the name "document" "document1" etc. rather than the name and date of the Committee. This is to be followed up with our software providers.
- 4.11. **Cannot access wi-fi in the Committee room.** Members were reminded that it was not expected that they access reports either via MyCMIS or CMIS during the Committee. It is expected that these will be downloaded to their device prior to the meeting. However the Authority is currently formulating a project plan to install wi-fi throughout the Civic Centre which should alleviate this problem in the future (see 4.13 below).
- 4.12. **Security of data.** Members were reminded that they are required to password protect their device and security of data was of paramount importance. Although the majority of Council reports are public, Members will have access and will download private reports and consideration should be given to protecting private documents within their chosen PDF reader.

## **Potential improvements**

### **Wi-fi**

4.13. Members were informed that a project to have wi-fi throughout the Civic Centre was currently being developed and it was hoped that there would be access on all floors later in the year. Members welcomed this development and although most downloaded reports to their device prior to the Committee, there would possible be times when internet access would be required and therefore a reliable connection was essential to the success of any roll-out of paperless working.

### **Use of Projector**

- 4.14. Members questioned whether a tablet could be connected to the smartboards and/or projectors which are available in some Committee Rooms and the Council Chamber. It was agreed that there would be times where use of the projector would enhance a meeting and assist those working on tablets. ICT staff agreed that they would undertake some research on this.
- 4.15. Several Members identified that they were using their device to store and retrieve a variety of other documents, information and reports for other bodies which they were involved. Although the evaluation centered on the use of tablets with the Committee arena it was evident that Members were adapting and widening their use and agreed that the devices were extremely versatile to their different roles.

## **5. Conclusion**

- 5.1. The aim of the pilot was to establish whether Members could access, read and annotate reports before and within Council meetings and feel confident enough to attend meetings without traditional paper copies of reports. Members on the pilot agree that this has been successful.
- 5.2. As detailed earlier in the report the knowledge and experience of working on tablets covered a range from complete novice to extremely proficient. Support to each Member has varied and the onus is on Members to use the tablet regularly in order to develop their skills and confidence.
- 5.3. Members agree that MyCMIS has some advantages, they liked the personalisation which identified their Committees and therefore access to reports was quick and easy. Issues were raised that it was difficult to identify other Committees via MyCMIS and the promised RSS Feeds were not forthcoming from the software providers. Members welcomed the creation of the Agenda Pack for each meeting has enabled easy downloading via CMIS. Members discussed the costs associated with MyCMIS (ie licenses and service support costs - attached at Appendix 2).
- 5.4. In taking all of the above into account Members on the pilot considered that the use of tablets in Committees should be rolled out using the functionality on CMIS alone and not via MyCMIS. Members stressed that the choice of the PDF reader was more vital to the usability as this is where documents are

stored, viewed and annotated. MyCMIS, or indeed CMIS should only need to be accessed to download document packs prior to Committees.

- 5.5. The amended savings calculated on an average of £213.64 per Member per annum <sup>1</sup> are as follows:

Number of users	MyCMIS Cost per Member Year 2 onwards	MyCMIS Total Saving Year 2 onwards	Savings by using CMIS*
9	255.55	377.19	(1,922.76)
20	125.00	(1,772.80)	(4,272.80)
35	92.14	(4,252.50)	(7,477.40)
40	90.00	(4,945.60)	(8,544.00)
50	90.00	(6,182.00)	(10,682.00)
60	90.00	(7,418.40)	(12,818.40)
70	90.00	(8,654.80)	(14,954.80)

- 5.6. However by opting to use CMIS Members who choose to become paperless will need to ensure that they regularly access, and more importantly, act upon emails as they will be notified when Document Packs are available by email by Committee Services staff.

## 6. Recommendations

- 6.1. Members of Resources O&S Panel are asked to note and comment on the outcome of the pilot.
- 6.2. That due to the agreement not to make use of MyCMIS the Panel agree changes to recommendation 2 of the Task Group to:

*Should the pilot be successful then the use of tablets should be rolled out to all Members and Officers who indicate that they wish to move to paperless working. Consideration needs to be given to training and support. These Members and Officers should no longer be provided with paper Committee reports.*

<sup>1</sup> Calculation based on average cost £213.64 per annum per Member as calculated by Task Group – Task Group Report Resources O&S Panel 6<sup>th</sup> December 2013 OS 25/12



**Appendix 1 Details of Committees**

Date	Meeting	Cll J Mallinson	Cllr S Bowdlich	Cllr B Craig	Cllr R Bloxham	Cllr L Sherriff	Cllr T Allison	Cllr L Ticker	Cllr D Cape	Cllr K Atkinson	Cll M Bowman
25/01/13	Development Control					Sub					
30/01/13	Executive Briefing/JMT										
01/02/13	Scrutiny Chairs Group										
05/02/13	Special Council										
06/02/13	Regulatory Panel									sub	
11/02/13	Executive/JMT										
14/02/12	Community O&S						sub				
21/02/13	Resources O&S										
27/02/13	Executive/JMT										
28/03/13	E&E O&S									sub	
05/03/13	Council										
06/03/13	DC Site Visit										
06/03/13	Carlisle Educational Charity										
08/03/13	Development Control										
11/03/13	Executive /JMT										
13/03/13	Regulatory Panel					Sub				sub	
22/03/13	Executive Briefing/JMT										
28/03/13	Community O&S										

## Appendix 2 MyCMIS Costs

Number of users	Support Costs per annum	License Cost per user	Installation Cost	Total Cost Year 1	Total Cost Year 2 onwards	Cost per Member Year 1	Cost per Member Year 2 onwards
9	500	200	2000	4300	2300	477.77	255.55
20	500	100	2000	4500	2500	225.00	125.00
35	600	75	2000	5225	3225	149.28	92.14
40	600	75	2000	5600	3600	140.00	90.00
50	750	75	2000	6500	4500	130.00	90.00
60	900	75	2000	7400	5400	123.33	90.00
70	1050	75	2000	8300	6300	118.57	90.00

Number of users	Cost per Member Year 1	Cost per Member Year 2 onwards	Saving per Member year 1	Saving per Member year 2 onwards	Total Saving Year 2 onwards	Savings by using CMIS*
9	477.77	255.55	264.13	41.91	377.19	(1,922.76)
20	225.00	125.00	11.36	(88.64)	(1,772.80)	(4,272.80)
35	149.28	92.14	(64.36)	(121.50)	(4,252.50)	(7,477.40)
40	140.00	90.00	(73.64)	(123.64)	(4,945.60)	(8,544.00)
50	130.00	90.00	(83.64)	(123.64)	(6,182.00)	(10,682.00)
60	123.33	90.00	(90.31)	(123.64)	(7,418.40)	(12,818.40)
70	118.57	90.00	(95.07)	(123.64)	(8,654.80)	(14,954.80)

- Calculation based on average cost £213.64 per annum per Member (report OS 25/12)

# Resources Overview and Scrutiny Panel

Agenda Item:  
**A.3**

Meeting Date: 4th April 2013  
 Portfolio: Finance, Governance and Resources  
 Key Decision: No  
 Within Policy and Budget Framework  
 Public / Private Public

Title: TRANSFORMATION BOARD  
 Report of: Deputy Chief Executive  
 Report Number: SD 04 13

**Purpose / Summary:**

The purpose of this report is to inform members of the Resources Overview and Scrutiny Panel on the work of the Transformation Board.

**Recommendations:**

The Panel is asked to scrutinise and comment on the work of the Transformation Board as described in this report.

**Tracking**

Executive:	
Overview and Scrutiny:	
Council:	

## **1. BACKGROUND**

**1.1** The Transformation Board was formed in the latter part of 2011 in response to the developing array of transformational activities.

The purpose of the board is to develop, co-ordinate and manage transformation activity across the Council and ensure that service improvements and savings are delivered in line with the Corporate Plan and Medium Term Financial Plan. The team is chaired by the Deputy Chief Executive and includes the Directors and other key support officers from across the authority.

## **2. PROPOSALS**

### **2.1 Summary of Transformation activity 2012/13**

Transformation activity in the last year has focused on delivering the required savings of £1.38m as set out in the Medium Term Financial Plan.

The initial process was to deliver 10% savings across all Directorates. The new Administration made some changes to the proposals in order to minimise redundancies. The resulting programme of work was then scheduled for implementation October 2012 – early 2013/14. The Transformation Board has co-ordinated and monitored this programme including scheduling the support services required to aid delivery.

Below is a summary of activity within each Directorate –

### **Community Engagement**

Savings totalling £205k have been identified through

- Restructure of the Customer Contact Centre
- Restructure of Communities, Housing and Health
- Reconfiguration of DFGs
- Savings through IT transformation in Customer Contact Centre
- Non staff savings

It is envisaged that the savings will be delivered by the end of April 2013.

### **Local Environment**

Savings totalling £300k have been identified in this Directorate. Activities to deliver these savings include reduction / change in CCTV provision, move to management of allotments by set up of mutuals and other Directorate savings of £22k. Non staff savings and overtime reduction have already been delivered.

The Directorate has also transformed the highways function, returning claimed rights to the County Council on 1<sup>st</sup> April 2013. A small team has been set up to resource highways work that remains the responsibility of the City Council eg. street lighting, drainage, advice. This initiative has been able to extinguish the significant overspend in this service (£400k in 2013/14).

### **Economic Development**

Savings totalling £154k have been identified in this Directorate. These are currently being delivered through a service restructure, grant reductions and overtime reduction.

### **Resources**

Savings totalling £235k have been identified in this Directorate. These are currently being delivered through service restructures in Finance, ICT, HR, Buildings and Facilities, non staff savings and a reduction in overtime.

### **Governance**

Savings totalling £41k have been identified in this Directorate. Lean system reviews are in progress and are delivering more efficient ways of working. The accumulative savings have not yet been identified but should be achieved by 1<sup>st</sup> April 2013. Other savings delivered relate to a reduction in town twinning, the Civic dinner and a reduction in non staffing and overtime.

### **Chief Executive's Team**

Savings totalling £91k were identified in the Chief Executive's Team and have all been delivered through a reduction in the training budget, reduction in non staffing and overtime budgets and through a revised way of working in regard to emergency planning and risk management.

### **Other transformation activities**

Other transformation activities that have been closely monitored by the Transformation Board include the Automating Services project and lean system reviews that have taken place. The following are summaries of projects' progress to date.

## Automating Services Project Phase 1

Carlisle City Council's Automating Services Project went live in January 2013 with the first service which is Council Tax. The service allows customers to register for a PIN number which then gives them access to look at their Council Tax details on-line. Customers can also register to receive e-bills rather than paper copies as well as give details to amend their account and sign up for Direct Debit via the website.

The other modules ready to go live are Housing Benefits and Business Rates. IT services staff are receiving training so that future modules can be built "in house". Any savings in stationary and postage costs will be achieved for Carlisle City Council as opposed to the Revenues & Benefits Shared Service. Additional benefits of this fully automated end to end process include 24/7 access to services for customers.

### Lean System Reviews

A series of Lean Systems Reviews have taken place in the last year. Lean is a tool for continuous, incremental improvement that delivers customer value and eliminates waste. It is one of the methodologies currently being used for service reviews that ensures services are fit for purpose and are affordable.

A training course in Lean Systems Thinking was devised within Carlisle City Council in early 2012. Two cohorts of employees (24 staff) have been through the training since February 2012. As part of the course delegates are asked to manage an improvement project of their own using the Lean Systems Thinking framework. The following table lists some of those projects including tangible savings

Reviews	Improvements/Savings
Waste Tipping	Reduce use of skips for litter Process and re-use green waste on parks - £10,000; £30,000 investment
Development Control (DC)	Less legwork Reduced mileage More sites visited per day
Vehicle Fuel	Changing fuel supplier: - £1,250 off cost per litre of fuel pa - £2,000 through greater choice of filling stations pa Fitting fuel-saving devices to vehicles - £2,000 per vehicle pa
Council Tax Refunds	Reduction in the number of errors
Communications in Legal Team	Reduction in postage costs Staff time saving on "trivial emails"

Reviews	Improvements/Savings
Vehicle Enforcement	Reduce the number of failure demand and additional/repeat calls for service.
Waste Receptacle Replacements	Reduce number of bins lost or stolen Saving on staff time
Creditors	Staff time savings Faster and more accurate invoicing Better discounts
Enterprise Centre	Removal of duplicate steps in work processes Staff time saving
Sickness Absence	New procedures have contributed to a predicted 10% reduction in sickness.

Ongoing reviews	Proposed Savings
Letters regarding outside bodies now sent via e-mail	Estimated £1842 pa included in Governance transformation savings target of £5k.
Letters regarding Mayoral transport now sent via e-mail	
Letters & cheques to Carlisle Educational Charity now via e-mail and BACS	
Reduction in use of minute book	
Electoral Registration changes in tickets & letters	
Enforcement Function in DC	In formulation & Implementation Stage
General – Streamlined Paperwork	Savings not defined
Council Tax Refunds	Savings by migration to BACS from cheque.
Council Tax Control Functions	Savings not defined.
Job Evaluation	Final stages of review. More efficient procedures to be introduced 1 <sup>st</sup> May 2013.
Abandoned Vehicles	To be completed in 2013

## 2.2 Transformation programme 2013/14

Out of the £1.38m noted above, £420k still needs to be found. Also, due to reductions in fees and charges income (and other budget pressures) an additional £172k needs to be identified, bringing the total to approximately £592k as identified in the 2013/14 budget and MTFP. Work with Portfolio Holders is currently identifying transformation initiatives to deliver these savings during 2013.

The Transformation Board will assist in co-ordinating the savings initiatives once agreed.

### **3. CONSULTATION**

**3.1** Consultation is dealt with within each separate action.

### **4. CONCLUSION AND REASONS FOR RECOMMENDATIONS**

**4.1** The Panel is asked to scrutinise and comment on the work of the Transformation Board.

### **5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

**5.1** Transformation of services contributes to a number of priorities in particular 'Together we will make Carlisle clean and tidy'.

**Contact Officer: Sarah Mason**

**Ext: 7053**

**Appendices None  
attached to report:**

**Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:**

- **None**

### **CORPORATE IMPLICATIONS/RISKS:**

Any risks associated with transformation are identified and recorded according to the Council's Risk Management Policy.



# Resources Overview and Scrutiny Panel

Agenda Item:

**A.4**

Meeting Date: 4 April 2013  
 Portfolio: Finance, Governance and Resources  
 Key Decision: Not Applicable:  
 Within Policy and Budget Framework NO  
 Public / Private Public

Title: EMPLOYEE OPINION SURVEY 2013 REPORT  
 Report of: Organisational Development Manager  
 Report Number: CE 04/13

**Purpose / Summary:**

Employee opinion surveys have taken place at Carlisle City Council for a number of years. They offer an opportunity to engage with staff and find out their views about working for the City Council. A survey took place earlier this year, and as with previous surveys, the results are reported to Resources Overview and Scrutiny Panel. A copy of the survey is included.

**Recommendations:**

Consider the results of the Employee Opinion Survey.

**Tracking**

Executive:	
Overview and Scrutiny:	
Council:	

## **1. Background**

- 1.1 The 2013 Employee Opinion Survey was sent to staff on 3 January with a closing date of 25 January. This year, 254 surveys were completed giving a response rate of 42.1% (based on 604 staff at December 2012), compared with 54.7% in 2012. 34 paper copies were received from operational staff and 29 paper copies from staff based at Allerdale and Copeland.
- 1.2 The survey maintained several of the questions from previous years including ones on the City Council as an employer, internal communications and leadership and management. New questions for 2013 included ones on career progression and career development, how informed staff feel about the changes taking place, workloads and bullying at work.
- 1.3 One of the key issues arising from the 2012 survey was that only 46% of staff said they felt valued at work. This year the survey included a question on whether staff feel more valued than last year.
- 1.4 Of the 254 staff who identified which directorate or team they were in 5.5% were in Governance, 19.8% in Resources, 10.3% in Economic Development, 30.4% in Community Engagement, 26.5% in Local Environment and 7.5% in the Chief Executive's Team.

## **2. Key Findings**

- 2.1 This year 53% of staff say they feel valued as an employee of the City Council compared to 46% in 2012 which is a positive result but there is more to do on this. The staff who did not feel more valued had an opportunity to say why and the most popular reason was they felt nothing had changed in the last year.

## **3. Management and leadership issues and the City Council as an employer**

- 3.1 There were several questions in the survey about leadership and management. 59.3% said that the Senior Management Team provided strong leadership, compared with 57.1% in 2012 and 21% in 2011. In terms of communicating the City Council's priorities, 56.6% now say that senior managers communicate them effectively compared with 50.3% in 2012 and 23% in 2011.

3.2 A new question was included in this section this year which asked staff if managers in their department provided effective leadership. 53.4% of staff said managers in their department did provide effective leadership.

3.3 This year 73.9% of staff say their line manager supports them in their role compared with 78.6% in 2012. This year 65.6% say their line manager keeps them in touch with what is going on compared with 70% in 2012.

3.4 A question on how staff rate the City Council as an employer has been included in several previous surveys. This year 89.4% rate the City Council as a good employer compared with 87.6% in 2012.

#### **4. Feeling valued and contributing to the City Council's objectives**

4.1 This year, 53% of staff said they felt valued at work which is an improvement on the 46% in 2012 but there is still significant work to do on this.

4.2 This year 74.7% of staff say they understand how their work contributes to achieving the City Council's objectives compared with 76.8% in 2012.

#### **5. Communications**

5.1 This year 68.8% of staff said they were satisfied with internal communications at the City Council compared with 65.1% in 2012. The Chief Executive has continued with the quarterly briefings for staff and a weekly blog, both of which have proved popular with staff.

#### **6. Career progression and development**

6.1 This year the survey included three new questions on development opportunities for staff. Only 32.1% of staff thought there were opportunities for career progression at the City Council which will be partly related to the transformation programme and the reduction in jobs at the Council.

6.2 76.7% of staff thought there were opportunities for career development (courses and qualifications) and 76.7% of staff said they had more to offer than their current job allowed them to demonstrate.

## **7. Making savings**

7.1 This year the survey included a question asking staff how informed they felt about the changes that have taken place in their area due to the need to make savings. 59.6% of staff said they know what is happening and understand why the changes are needed. 6.9% of staff said they know what is happening but don't understand why the changes are needed. 29% of staff said they don't know what is happening but know why the changes are needed. 4.5% of staff said they don't know what is happening and don't understand why the changes are needed.

## **8. Tasks, breaks and bullying**

8.1 This year the survey included three questions asking about tasks, breaks and bullying. The first question asked staff if they had to neglect some tasks because they had too much to do. 62.7% of staff agreed with this.

8.2 The second question asked if staff were unable to take sufficient breaks and 30.6% of staff agreed with this.

8.3 The third question asked if staff were subject to bullying at work and 11.4% of staff said they were.

## **9. Health and wellbeing**

9.1 Another new question in the survey this year asked staff what the City Council could do to improve their health and wellbeing. Staff thought the City Council offered a good range of health and wellbeing initiatives and suggested ideas for developing this further including more lunchtime activities e.g. exercise classes. Improving the heating in the Civic Centre was raised by a number of staff. More support for staff through the transformation programme was also suggested by some. Improving the personal protective equipment provided to staff e.g. boots and waterproof clothing was mentioned by a small number of staff and this has already been actioned following comments in the Feeling Valued survey which took place last year.

## **10. Working for the City Council**

10.1A question asking what staff consider to be the best thing about working for the City Council has been included in several previous surveys. This year, the most popular response from staff was terms and conditions including flexitime, holidays, pay and pension. Other popular responses were working with good colleagues, providing a service to the people of Carlisle and training opportunities.

## **11.Improving the City Council**

11.1A question asking staff what one thing could the City Council do to improve the council the most has also been included in previous surveys. This year there were a wide range of suggestions from staff including improving communication, listening more to staff, improving the heating in the Civic Centre, reducing silo working and promoting greater partnership working, management to have a greater understanding of workloads, improving the flexitime system and better use of limited resources.

## **12.Consultation**

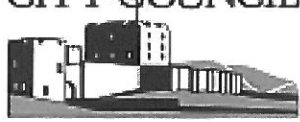
12.1The results of the Employee Opinion Survey have been considered by the Senior Management Team and the Joint Management Team. The results have been shared with staff through the Chief Executive's briefings and in a report. A report has also gone to the Consultative Joint Committee.

## **13.Conclusion and reasons for recommendations**

13.1 Unlike in 2011 when the key issue arising from the survey was internal communications and in 2012 when it was feeling valued, this year there is not a key issue which all staff are concerned about. There are some issues specific to directorates and those will be considered by the directors with support from the Organisational Development Team.

13.2 Further work will take place to continue to improve internal communication including a new staff newsletter. Health and wellbeing initiatives will continue to take place as they have an important role to play in raising morale and supporting staff both professionally and personally. These will continue to be reported on to Resources Overview and Scrutiny Panel as part of the Organisational Development Plan and Sickness Absence reports.





# Employee Opinion Survey 2013

**1. Which directorate or team do you work in?**

Governance .....	<input type="checkbox"/>	Community Engagement.....	<input type="checkbox"/>
Resources .....	<input type="checkbox"/>	Local Environment .....	<input type="checkbox"/>
Economic Development .....	<input type="checkbox"/>	Chief Executive's Team.....	<input type="checkbox"/>

**2. Do you work?**

Full-time .....  Part-time .....

**3. Please indicate how much you agree or disagree with the following statements about leadership and management at Carlisle City Council:**

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
The City Council's Senior Management Team provides strong leadership.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior managers effectively communicate the City Council's priorities .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managers in my department provide effective leadership.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My line manager supports me in my role .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My line manager keeps me in touch with what is going on .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**4. How do you rate the City Council as an employer?**

Very good.....	<input type="checkbox"/>	Poor .....	<input type="checkbox"/>
Fairly good .....	<input type="checkbox"/>	Very poor .....	<input type="checkbox"/>

**5. Please indicate how much you agree or disagree with the following statements:**

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
I feel valued as an employee at the City Council.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I understand how my work contributes to achieving the City Council's priorities.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**6. Overall how satisfied are you with internal communications at the City Council?**

Very satisfied .....	<input type="checkbox"/>	Dissatisfied.....	<input type="checkbox"/>
Satisfied .....	<input type="checkbox"/>	Very dissatisfied.....	<input type="checkbox"/>

**7.** As a result of our survey last year, the Chief Executive is committed to making staff feel more valued at work. Do you feel more valued at work this year?

Yes, a lot more valued .....  No .....

Yes, a bit more valued .....

If no, please say why not

**8.** Please indicate how much you agree or disagree with the following statements:

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
There are opportunities for career progression .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are opportunities for career development (courses and qualifications) .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have more to offer than my current job allows me to demonstrate .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**9.** Many changes have taken place at the City Council in the last few years due to the need to make savings. How informed do you feel about the changes in your area?

I know what is happening and understand why the changes are needed .....	<input type="checkbox"/>	I don't know what is happening but I know why the changes are needed .....	<input type="checkbox"/>
I know what is happening but don't understand why the changes are needed .....	<input type="checkbox"/>	I don't know what is happening and I don't understand why the changes are needed .....	<input type="checkbox"/>

**10.** Please indicate how much you agree or disagree with the following statements:

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
I have to neglect some tasks because I have too much to do .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am unable to take sufficient breaks .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am subject to bullying at work .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**11.** What could the City Council do to improve your health and wellbeing?

**12.** Overall what is the best thing about working for the City Council?

**13.** What one thing could the City Council do to improve the Council the most?



# Resources Overview and Scrutiny Panel

Agenda  
Item:

**A.5**

Meeting Date: 4th April 2013  
 Portfolio: Finance, Governance and Resources  
 Key Decision: No  
 Within Policy and Budget Framework  
 Public / Private Public

Title: CORPORATE RISK MANAGEMENT  
 Report of: Deputy Chief Executive  
 Report Number: SD 03 13

**Purpose / Summary:**

The purpose of this report is to update members of the Resources Overview and Scrutiny Panel on the Corporate Risk Register.

**Recommendations:**

To scrutinise and provide feedback on the refreshed Corporate Risk Register.

**Tracking**

Executive:	
Overview and Scrutiny:	
Council:	

## **1. BACKGROUND**

**1.1** In accordance with the Council's Risk Management Policy, the Corporate Risk Register (CRR) is submitted to this Panel for scrutiny.

## **2. PROPOSALS**

### **2.1 Identifying risks**

In line with the Council's Risk Management Policy 'all decisions affecting the achievement of Council's objectives must consider risk'.

Risks therefore can arise from:

- the delivery of the new Carlisle Plan
- service plans (operational)
- potentially other external pressure

From consideration of the above areas the Senior Management Team and Corporate Risk Management Group have drafted a new Corporate Risk Register and these risks are considered the significant risks to achieving the City Council's objectives for 2013/14. These risks have been described and scored. The actions required to mitigate the risks have been developed with an indication as to when that risk will reduce, by identification of a 'target risk'. The City Council is unable to eliminate risk completely on carrying out mitigation action and will be left with a residual risk. Such risk can be deleted from the Corporate Risk Register once mitigating action has reduced the risk to target levels but they will continue to be monitored at service level via operational risk registers.

### **2.2 The refreshed Corporate Risk Register**

Following the 2013/14 annual review, all corporate risks from the previous Corporate Risk Register have been refreshed. These are detailed in Appendix A.

## **3. CONSULTATION**

### **3.1 Corporate Risk Management Group 4<sup>th</sup> February 2013**

## **4. CONCLUSION AND REASONS FOR RECOMMENDATIONS**

**4.1** The Panel is asked to scrutinise and comment on the Corporate Risk Register as set out in Appendix A.

## **5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

**5.1** This is the risk assessment for the Carlisle Plan. It will be reviewed quarterly.

**Contact Officer: Sarah Mason**

**Ext: 7053**

**Appendices Appendix A  
attached to report:**

**Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:**

- None

### **CORPORATE IMPLICATIONS/RISKS:**

**Chief Executive's – This is the purpose of the report**

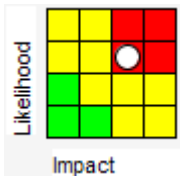
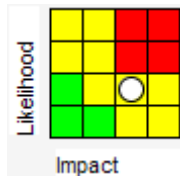
# APPENDIX A

## DRAFT Corporate Risk Register

20 March 2013

**DRAFT RISK Delivering service objectives**

**'There is a risk that we don't have the optimum balance of resources targetted to deliver each of the our priorities'**

Present Risk Matrix	Date	Present Risk Score	Current Action Status/Control Strategy	Target Risk Matrix
	06-Mar-2013	9	1. Get resources placed appropriately for the objectives of the Council. 2. Develop clear service standards in order to monitor key priority areas, including the Carlisle Plan eg. Clean Up Carlisle and thus balance allocation of resources. 3. Newly formed Corporate Programme Board will schedule projects and activities to make the best use of available resources. 4. Preparation for 2014/15 budget.	

<b>Current Impact Description</b>	High
<b>Current Likelihood Description</b>	Reasonably probable
<b>Risk Score</b>	9

<b>Target Risk Date</b>	01-Apr-2014
<b>Target Risk Score</b>	6

<b>Managed By</b>	Jason Gooding
<b>Portfolio Holder</b>	Councillor Hendry

**DRAFT RISK Workforce planning**

**'There is a risk that the Council may not have sufficient numbers of staff deployed to meet our organisational objectives. There is also a risk of not having sufficient management competency to deliver these objectives'**

Present Risk Matrix	Date	Present Risk Score	Current Action Status/Control Strategy	Target Risk Matrix
	06-Mar-2013	9	1. Review workforce plan 2. Review management training to include commissioning, commercial marketing skills and drafting tenders / monitoring contracts.	

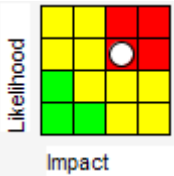
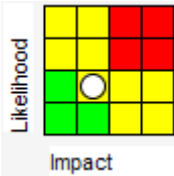
<b>Current Impact Description</b>	High
<b>Current Likelihood Description</b>	Reasonably probable
<b>Risk Score</b>	9

<b>Target Risk Date</b>	01-Apr-2014
<b>Target Risk Score</b>	4

<b>Managed By</b>	Senior Management Team
<b>Portfolio Holder</b>	Councillor Tickner

**DRAFT RISK Council's Income Targets**

**'There is a risk that the Council's income from chargeable services eg car parking does not meet MTFP targets and that the Council does not take advantage of other commercial opportunities'**

Present Risk Matrix	Date	Present Risk Score	Current Action Status/Control Strategy	Target Risk Matrix
	06-Mar-2013	9	1. Improved marketing of chargeable services. 2. Improved performance information to enable intervention measures to be taken quicker. 3. Review of commercial opportunities to identify a range of opportunities to pursue during 2013/14.	

<b>Current Impact Description</b>	High
<b>Current Likelihood Description</b>	Reasonably probable
<b>Risk Score</b>	9

<b>Target Risk Date</b>	01-Apr-2014
<b>Target Risk Score</b>	4

<b>Managed By</b>	Senior Management Team
<b>Portfolio Holder</b>	Councillor Tickner

**DRAFT RISK Welfare Reform**

**Risks:**

1. Downsizing the Council's Benefits services
2. Customer Contact Centre resources to manage the short term changes affecting vulnerable groups
3. Loss of government grant and impact on treasury management

Present Risk Matrix	Date	Present Risk Score	Current Action Status/Control Strategy	Target Risk Matrix
	20-Mar-2013	9	<ol style="list-style-type: none"> <li>1. Set up of Welfare Reform Board to oversee and co-ordinate move to Universal Credit.</li> <li>2. Establish an effective communication strategy with vulnerable groups.</li> <li>3. Planned reduction / cessation in benefits resources by 2017 and costed redundancy analysis.</li> </ol>	

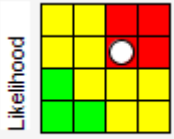
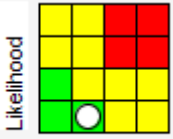
<b>Current Impact Description</b>	High
<b>Current Likelihood Description</b>	Reasonably probable
<b>Risk Score</b>	9

<b>Target Risk Date</b>	01-Apr-2014
<b>Target Risk Score</b>	6

<b>Managed By</b>	Keith Gerrard; Peter Mason
<b>Portfolio Holder</b>	Councillor Riddle

**DRAFT RISK FOR CARLISLE PLAN PRIORITY 1 Action - Improving Industrial Estate Performance**

**'There is a risk that Carlisle does not provide suitable industrial estate accommodation to grow our business base'**

Present Risk Matrix	Date	Present Risk Score	Current Action Status/Control Strategy	Target Risk Matrix
	06-Mar-2013	9	1. Local Plan. 2. Kingstown Industrial Estate / Parkhouse / Morton development plans. 3. Liaison with other industrial estate owners to improve the quality of our offer.	

<b>Current Impact Description</b>	High
<b>Current Likelihood Description</b>	Reasonably probable
<b>Risk Score</b>	9

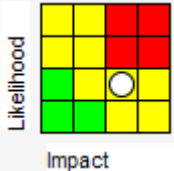
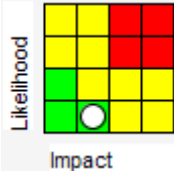
<b>Target Risk Date</b>	01-Apr-2014
<b>Target Risk Score</b>	2

<b>Managed By</b>	Jane Meek
<b>Portfolio Holder</b>	Councillor Glover



**DRAFT RISK FOR CARLISLE PLAN PRIORITY 1 Action - Promoting Carlisle**

**'There is a risk that the Promoting Carlisle projects to deliver the key priority (Discover Carlisle, Carlisle Prospectus and Sense of Place) do not define Carlisle and achieve more investment in the City'**

Present Risk Matrix	Date	Present Risk Score	Current Action Status/Control Strategy	Target Risk Matrix
	06-Mar-2013	6	Sense of Place Implementation Plan	

<b>Current Impact Description</b>	High
<b>Current Likelihood Description</b>	Remote
<b>Risk Score</b>	6

<b>Target Risk Date</b>	01-Apr-2014
<b>Target Risk Score</b>	2

<b>Managed By</b>	Jane Meek
<b>Portfolio Holder</b>	Councillor Glover

**DRAFT RISK FOR CARLISLE PLAN PRIORITY 1 Action - City Centre Masterplan**

**'There is a risk that the City Centre Masterplan does not reflect commercial reality'**

Present Risk Matrix	Date	Present Risk Score	Current Action Status/Control Strategy	Target Risk Matrix
	06-Mar-2013	6	The City Centre Masterplan will be tested as part of the process.	

<b>Current Impact Description</b>	High
<b>Current Likelihood Description</b>	Remote
<b>Risk Score</b>	6

<b>Target Risk Date</b>	01-Apr-2014
<b>Target Risk Score</b>	2

<b>Managed By</b>	Jane Meek
<b>Portfolio Holder</b>	Councillor Glover

**DRAFT RISK FOR CARLISLE PLAN PRIORITY 2 Action - Developing our sports and leisure facilities**

**'There is a risk of being unable to meet the demand for sports and leisure facilities and improve stock and facilities for the next 15 years'**

Present Risk Matrix	Date	Present Risk Score	Current Action Status/Control Strategy	Target Risk Matrix
	06-Mar-2013	9	To develop the sports facilities review into a comprehensive capital development plan with supportive partners by May 2013.	

<b>Current Impact Description</b>	High
<b>Current Likelihood Description</b>	Reasonably probable
<b>Risk Score</b>	9

<b>Target Risk Date</b>	01-Apr-2014
<b>Target Risk Score</b>	2

<b>Managed By</b>	Keith Gerrard
<b>Portfolio Holder</b>	Councillor Quilter

**DRAFT RISK FOR CARLISLE PLAN PRIORITY 6 Action - Addressing Carlisle's current and future housing needs**

**'There is a risk that the delivery of social housing projects is slow and could impede availability of decent and healthy accommodation'**

Present Risk Matrix	Date	Present Risk Score	Current Action Status/Control Strategy	Target Risk Matrix
	06-Mar-2013	9	Review of partnership working with Registered Social Landlords (RSLs).	

<b>Current Impact Description</b>	High
<b>Current Likelihood Description</b>	Reasonably probable
<b>Risk Score</b>	9

<b>Target Risk Date</b>	01-Apr-2014
<b>Target Risk Score</b>	2

<b>Managed By</b>	Keith Gerrard
<b>Portfolio Holder</b>	Councillor Riddle

**DRAFT RISK FOR CARLISLE PLAN PRIORITY 6 Action - Housing needs of vulnerable groups**

**'There is a risk that we are not able to reduce repeat use of access to our facilities'**

Present Risk Matrix	Date	Present Risk Score	Current Action Status/Control Strategy	Target Risk Matrix
	20-Mar-2013	9	1. Strengthen procedures that support vulnerable people at the correct times of crisis. 2. Establish strong partnership working with Supported Housing Providers, Probation, Criminal Justice system, health professionals and pathways to training and employment.	

<b>Current Impact Description</b>	High
<b>Current Likelihood Description</b>	Reasonably probable
<b>Risk Score</b>	9

<b>Target Risk Date</b>	01-Dec-2014
<b>Target Risk Score</b>	6

<b>Managed By</b>	Keith Gerrard
<b>Portfolio Holder</b>	Councillor Riddle

